

Comments on Reorientation In Supervisory Responsibilities Seminar

9 June 1964

The Reorientation In Supervisory Responsibilities Seminar of 9 June 1964 was exceedingly interesting and informative since it has been such a comparatively short time that the undersigned has had a formal title of a supervisory nature, although such duties have been performed for the past several years.

Of course, the introduction by the Director, Mr. McCone, gave us the keynote of the seminar. He really impressed upon us the importance of an effective supervisor and the many areas of his inherent responsibilities. He touched briefly on the inspiration, encouragement, discipline, security, decision-making, and many other attributes to be exercised by supervisors in accordance with the needs of their employees.

Mr. Echols dealt with the necessarily dry subject very well, pointing out that we should all have a better understanding of personnel management responsibilities, where to go for help when needed, and by self-appraisal and analysis inspire people to improve the activities of the group. "Know thyself" by Socrates was paraphrased as "Know thy employees" which covers the situation beautifully. He indicated that leadership and support of Agency programs and projects, regardless of personal convictions, are most important in a supervisor.

Dr. Tietjen imparted humor into his presentation and was not at all upset by many returning from coffee breaks quite late. He gave us some good advice along medical lines, pointing out what to look for if there appears to be any indication of an individual's needing mental or physical help. These are both sensitive areas and need to be handled with a great deal of tact, sympathy and understanding. However, with the Medical Staff ready to assist, supervisors should now have a better idea of the best way to cope with such situations.

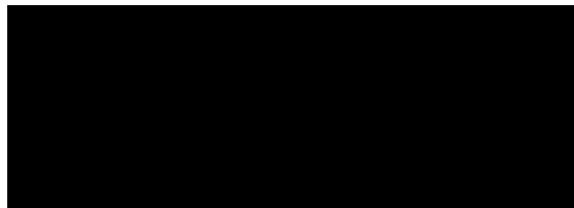
Colonel White, of course, is a brilliant lecturer in spite of his protests to the contrary. It was rather sobering to realize that in the final analysis, he, Colonel White, has the responsibility for our actions. He delegates authority, but he must at all times assume full responsibility for everything that happens in the DD/S components. He stressed that we must know the employees, not only their job performance and skill capabilities, but the many facets of their personal lives. We must encourage their confidence in order that we can stand ready not only eight hours a day, but 24, if necessary, to help them. Individuals must be kept busy to stay

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contented; they must enjoy their work; they must take pride in the tasks performed and have knowledge of how it all fits into the overall picture of the Agency. In this way they have a goal toward which they can work, resulting in job growth and promotion.

Mr. Kirkpatrick did a magnificent job in moderating the Panel discussions. Every question answered was informative and to the point. A great deal of humor was injected into this part of the seminar, really putting the information across.

All in all, this was an important get together. Perhaps salient points could be stressed more effectively if specific examples were cited, even though they might be of a personal nature. Further, since Dr. Tietjen says that we are necessarily a very active group and must be in order to perform the functions of CIA, and as a result are much more prone to heart attacks and related misfortunes, we might be more receptive to an all-panel discussion. It might keep us on our toes longer and not allow our attention to wander. Also, we might feel more like active participants rather than listeners, since we were informed that we actually hear only about 25% of what we are told.



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